Appendix D: Neighborhood Place Business Plan

LOUISIANA
NEIGHBORHOOD
PLACE

Business Plan

* This document is currently being revised to reflect a Community Based Driven Model.

May 1, 2009

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CHAPTER 1

Louisiana Neighborhood Place Background and Overview

No Wrong Door

By Act No. 726 of the 2003 Regular Legislative Session, the Louisiana Legislature directed the Department of Social Services to develop an integrated service delivery system in order to meet the needs of our clients. In response to that directive, the "No Wrong Door" legislation was passed. The original intent was to address the educational needs of children parallel to providing comprehensive services for families. The goal of this initiative is to provide the full range of social services in a coordinated and seamless manner. Neighborhood Place is another tool that can be used to further the "No Wrong Door" initiative.

The model for Neighborhood Place was developed in Louisville, Kentucky. Before Neighborhood Place was created families who lived in different parts of Jefferson County and needed help had to travel to various locations, most downtown, to get the services they needed. They drove or took the bus to one building to apply for Food Stamps, Medicaid, or welfare benefits, another for health needs, one more for emergency financial needs, and still another to get help applying for jobs. None of the agencies formally knew what other services were being offered to the families.

In the early 1990's, Jefferson County officials learned that the poverty rate for children younger than five years of age reached 35% for some areas. During the same period, the state legislature passed the Kentucky Education Reform Act (KERA), which established school-based Family Resource and Youth Services Centers. The traditional fragmented service system simply could not handle the volume of families needing services. In November 1993, the first prototype multi-service center – Neighborhood Place – opened to increase access to services. Kentucky measured outcomes for Neighborhood Place and has consistently proven that the strategy for a multi-service center works. Over the past four years there has been a steady decline of students who are identified as being at risk.

The Mandate

Act 775 of the 2008 Regular Session (Appendix #2) requires the development of a state leadership team to provide for a service integration delivery model in the state of Louisiana. It bestows the responsibility for creating the model to the cabinet level state leadership group of the following departments: Louisiana Department of Social Services, Louisiana Department of Health and Hospitals, Louisiana Department of Education, Louisiana Workforce Commission, and Louisiana Office of Juvenile Justice.

It establishes the guiding principles that must be followed as state leaders pursue and implement the community-based, integrated service delivery model. The legislation mandates the establishment of Neighborhood Place by July 2009, and directs state leaders to work in partnership with local governments, parents, community organizations and others in establishing Neighborhood Place sites.

State Partners

Louisiana Department of Social Services
Louisiana Department of Health and Hospitals
Louisiana Department of Education
Louisiana Office of Juvenile Justice
Louisiana Workforce Commission

Community Partners

Determined by the local Implementation Team

Louisiana's Design

Within a Neighborhood Place, multiple organizations will have a staff presence and be able to extend their services or make appropriate referrals. The staff partners from various programs work together to attain the best solutions for the family's need. Shared workspace and partner commitment allow better operational practices and outcomes for families.

Through the use of a consent form, information will be shared among agencies working with applicants to improve outcomes. See Appendix section.

The model will:

- Be community-based and culturally appropriate
- Produce timely and effective interventions
- Be a targeted "Safety Net"
- Not be a "program" or a "pilot," but a culture
- Build grassroots partnerships
- Effectuate shared decision-making with clients

After learning about the Kentucky Neighborhood Place sites, Louisiana leaders began the work necessary to develop a Louisiana model. With the high poverty rate, educational needs of children and transportation challenges facing consumers, the State Leadership Team began to collaborate with local communities to develop the "one stop shop" approach. The "one stop shop" approach - Neighborhood Place - allows the state and community partners to provide assessable, blended and comprehensive services to meet the needs of citizens.

Benefits of the Neighborhood Place Model

Establishes Community Partnerships

- Ideally located near community schools, the model addresses the leading barriers to children and youth succeeding in the educational environment
- Team-based collaborative problem solving among the agencies
- Undoing the traditional "silos" in which the agencies operate
- Allows for greater innovation in meeting the various needs of the community

Provides Comprehensive Services

All services available through the integrated services model shall be comprehensive (screening, eligibility and assessment, full application, approval and referral, redeterminations).

Promotes Prevention and Intervention

- Responsiveness in meeting the need is cost-effective
- Site staff will use their acquired skills to collectively work with families to set goals and formulate plans to achieve those goals
- Traditional fragmented service delivery becomes "the old way of doing business"
- "Get in quickly, and then get out" – maximizes the dollars and results while respecting the individual

Based on Values and Family Strengths

- Demonstrates respect for the families we serve
- Empowers families and community networks to target self-sufficiency
- Managing complex issues with a family requires adaptation, adjustment, alteration and modification of traditional government-directed service delivery

Promotes Excellence

- Best practice model of integrated service delivery
- Builds upon the investment of time and money to date

Action Steps

Preliminary Phase

When a potential Neighborhood Place site is presented, the following steps must be taken to evaluate that site:

1) Feasibility study:

   - Medicaid enrollment rates
   - Unemployment rates
   - Drop out rates
   - Food Stamp enrollment rates
   - Poverty statistics

2) Assess the readiness of the community

   - Meet with community leaders
   - Investigate other public-private partnerships in that community

See Appendices for additional information on site selection.

Critical Success Factors

Community Readiness

Neighborhood Places will be established in communities where services are most needed and where they are accessible to public transportation when it is available.

The creation of a NP site in an area will be respectful to the work of the community's current human service providers.

A community must:

- See the benefit of doing business in this way
- Desire to host a site
- Deliver services as a NP partner, reaching the public and getting to outcomes collaboratively under these principles
- Have data showing that the need is compelling
- Possess adequate resources to support the employment of the site based manager, the intake worker and the actual facility

Staff Readiness

Regional/Parish agency leaders are needed to provide input and leadership toward all aspects of the NP endeavors, including (but not limited to):

- Providing input on locations
- Deciding on service delivery areas
- Making staffing level decisions
- Reviewing/addressing administrative and programmatic matters
- Communications related matters

Client Awareness

Thorough communication efforts are required to make citizens aware of the existence of a NP site and the services that are available in a particular site. The following efforts should be undertaken to assure this awareness:

- Advanced notice of change from parish office to NP be provided to citizens via media, signs, mail-outs, and visits to churches and community centers
- Community education and outreach

CHAPTER 2

Mission, Goals, and Guiding Principles

Mission

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

Goals

- To actively pursue comprehensive services for families identified as "at-risk" and "in immediate need" of specified services through public and private partnerships
- To provide economic self-sufficiency among families who receive services
- To provide citizens with timely access to an array of health, education, employment and human services
- To deliver coordinated and timely services
- To operate in unison with communities and their citizens
- To improve the health and wellness of mothers and their babies who receive services
- To improve the level of student participation, suspensions, students at academic risk and attendance in school among children who receive services

Guiding Principles

- Support community human service endeavors that transcend and strengthen any single agency's mission.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances more effective service delivery.
- Promote a commitment to collaboration at every level of participating organizations.
- Recognize the diversity of both the community to be served and the providers.
- Recognize and address the obstacles local agencies, organizations or institutions will face in this process.
- Instill mutual accountability among all participating organizations measured by qualitative and quantitative data.
- Promote maximization of state general fund investments and increase the state's return on investments.

CHAPTER 3

Operational Strategy

Overview

The day-to-day operations of each Neighborhood Place will differ slightly depending on the needs of the community. A day-to-day operations manual is needed to aide in the coordination of the site and outline general operations and procedures. The manual will also include guidance on a code of conduct and policies and procedures for the Neighborhood Place site. The Neighborhood Place training will focus on creating a "culture" that encourages teamwork, respect, partnerships, coordination and collaboration.

Cost Sharing

NP is a cost neutral effort on the part of the State of Louisiana to promote its services in a seamless manner. In many instances this may mean re-allocating funds to another location when employees are housed at a Neighborhood Place site.

Community Council

Every Neighborhood Place must have a Community Council that gives general guidance about services that should be provided within a Neighborhood Place site. Councils consist of 15-21 people and are divided as follows:

- One-third reside in the service area
- One-third work in the area
- One-third of the members must have received or currently receive services

The role of the Community Council is to:

- Ensure that there are opportunities for resident and provider input in planning implementation, assessment and evaluation
- Seek opportunities for Neighborhood Place to collaborate with other providers in the area
- Ensure that services are respectful of families and the diversity they bring
- Help evaluate the Site Manager
- Assess programs
- Identify gaps in services

Please see Appendices for more information regarding the Community Council.

Managing Board

The Kentucky Model has a Managing Board. The Managing Board adopts community-wide goals for the network of Neighborhood Places and has the following responsibilities:

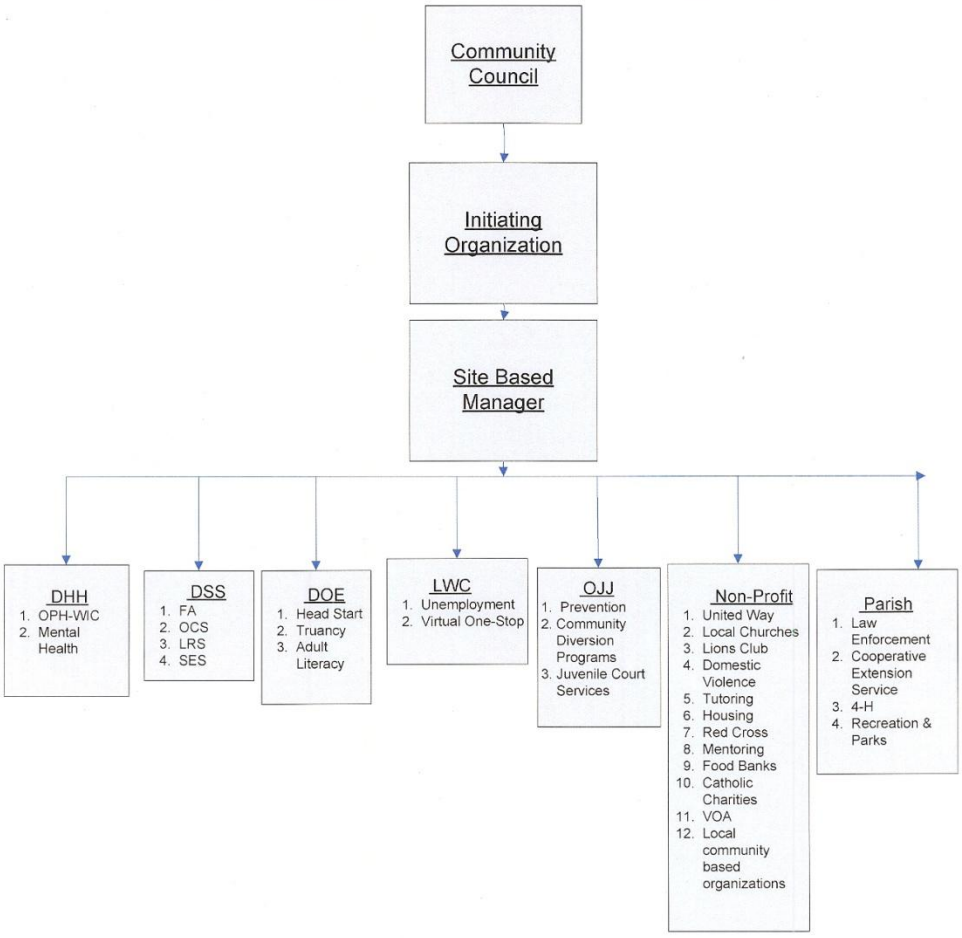
- Establish desired outcomes to evaluate the effectiveness of the centers; assures a consistent network of service delivery
- Identify issues that present barriers to self-sufficiency; assure on-going collaboration among multiple agencies
- Establish policies which produce a culturally sensitive, non-duplicative operation
- Coordinate and approve fund raising activities submitted by Community Councils
- Review and act on recommended changes to Community Council by-laws
- Partner agencies - each partner agency has a voting representative on the Managing Board.
- Community Council Representatives are voting members of the Managing Board. One member is elected by each Community Council to serve on the Board.

Committees

- Neighborhood Place Implementation Subcommittee – a local team responsible for developing goals and plans for implementation of service delivery and allocating available resources to implement the plans for a particular site
- Neighborhood Place Information Technology Requirements Subcommittee - works to establish computerized linkages among partner agencies and centers, facilitates communication and information sharing, and supports data collection for evaluation
- Neighborhood Place Research and Evaluation Subcommittee - ensures appropriate data collection procedures, analyzes and reports on the data, and recommends indicators of progress toward established goals. In addition the committee assists with parish-wide and neighborhood assessments
- Neighborhood Place Communications Subcommittee - develops mechanisms to ensure on-going internal and external communication with NP constituencies
- Neighborhood Place Training and Curriculum Development Subcommittee- develops an interagency curriculum to meet long-term training needs of the NP staff
- Community Council – works as a leader and advocate for the community, promoting Neighborhood Place. The Council serves as a planner for long and short term goals. Legislative Act 555 mandated the establishment of a Children and Youth Services Planning Board in each state judicial district. Their services and community resources target children and youth at risk or identified with social, emotional or developmental problems. In Sabine parish, this board serves as the Community Council. This practice may vary between sites.

PROSPECTIVE SITE ORGANIZATION CHART

LOUISIANA NEIGHBORHOOD PLACE



Phase I: Design and Development: Caseload Management

Parameters

- Service areas should be developed via ZIP Code, neighborhoods, school districts, etc.

File Management

- Each district should be assigned a separate identifier. These changes will be made by Information Technology globally. Thereafter, the physical case records can be moved.
- Cases should be updated and organized before being transferred to Neighborhood Place.
- Local employees should be included in planning for caseload changes.

Local Non Profit and Private Sector Partners

NP Partners

Neighborhood Place will work with community support groups to provide the most seamless services possible.

Phase II: Continuous Improvement

Evaluation

The Neighborhood Place Research and Evaluation Subcommittee shall consider the use of administrative data, public information such as the census and use of surveys. The subcommittee will make recommendations on data collection, research methodologies, as well as conduct or oversee research on the following elements:

Site selection decisions and tracking such as:

- Use of state services by neighborhood (at ZIP Code or neighborhood level) - for post-implementation comparison
- Baseline demographic and socioeconomic data (at ZIP Code or neighborhood level) - for post-implementation comparison
- Assess unmet service needs based on quantitative data and focus groups or surveys of neighborhood leaders/community board

Clients served such as:

- Demographic data
- Client satisfaction
- Client outcomes

NP model of collaboration such as:

- Staff satisfaction
- Staff ratings of collaboration and coordination

See Appendix for the Charter for the Research and Evaluation Subcommittee.

Key Roles and Responsibilities

Site Manager

The role of the Site Based Manager is to facilitate the collaboration among partners to ensure the functioning of the NP site. It is recommended that the site manager not be an employee of any of the agencies represented at the NP site.

Agency Lead

Neighborhood Place is a community driven process. The Kentucky model was derived from the local government/community. The following elements should be considered in creating a Neighborhood Place:

1. Community NP education should be marketed to allow a clear understanding of the services that Neighborhood Place will provide and how services will be implemented.
2. Pursuant to the "No Wrong Door" initiatives, NP should have the capability to perform "intake" procedures for all consumers that request the services, and then forward the data to the proper service point.
3. All partners must be informed of the requirements that must be addressed in order to proceed with a NP site:
    A. A location
    B. Build out plans for the location
    C. Funding
    D. Cost allocation breakdown for each community partner housed at the site
4. To allow consideration for the unique needs of the community, defining the population that will be served is at the discretion of local community partners.

CHAPTER 4

Elements of the Needs Assessment

Background

Public or private organizations (governments, non-profits, businesses and schools) undertake needs assessment to evaluate and plan for program development. A comprehensive needs assessment can pinpoint problems, recommend solutions, set priorities and guide the development of a project. A needs assessment is the systematic process to acquire an accurate, thorough picture of the strengths and needs of a community that can be used in response to promoting self sufficiency and independence.

Elements of the Needs Assessment

The needs assessment should describe the current status of each element that the agency selects for inclusion in the study. It should also include a statement of unmet needs, the importance of meeting those needs and clearly state who will benefit. The NP Research and Evaluation Team compiled the major indicators for utilization in evaluating potential NP sites at the initial phase:

- Medicaid enrollment
- Juvenile delinquency

- Food Stamp recipients
- Educational disruption (suspensions + expulsions)
- Census poverty data

Demographics, unemployment and population data were also utilized in determining an estimate of the consumers that would be using the site. Other elements may be added as deemed appropriate.

Policy Review

The needs assessment should review existing policies and procedures, including legislation and resolutions (for local governments), mandates and charters and other governing documents. The assessment should provide recommendations for improving or creating other procedures that may develop or become apparent as a result of the study.

Identify the Population

- Who will you serve?
- Who will benefit?

Data Collection

Determine baseline data and organize the data by key categories to assess:

- The current needs of the community

Utilize Multiple Data Sources:

- State agency data
- Census Records
- GIS mapping – shows concentrations of the same elements

Analyze the Data

Use data to determine goals for increased program performance, benchmarks for progress, and measurable outcomes

- What are the strengths?
- What are the weaknesses?

Financial Resources

The organization must examine its resources as well as the agency's budget to determine if it provides dependable, adequate financial resources to establish the Neighborhood Place. The assessment may make recommendations regarding adequate funding levels for the program and strategies for increasing levels. Cost sharing/allocation and in-kind services may also be considered in the evaluation of resources. Grants should be explored as well as local business sponsorship in the local communities.

Personnel

Considerations should be given to the number of staff working in each program area, their background, training and current responsibilities. The assessment should provide recommendations for staffing levels and the expertise needed to sustain and develop NP. If appropriate, the assessment may also include staff development.

Staff Time and Attendance

Staff located at a Neighborhood Place will inform both their home agency and the specific Neighborhood Place site when they need to be off for sickness, vacation or training. If staff's absence will create a decrease in service delivery, the home agency supervisor will coordinate a plan for coverage with Neighborhood Place Site Managers.

Outreach

The needs assessment should identify ways for the organization to reach out to the community it serves. This may include workshops, training programs, etc., aimed at governments, non profit organizations and/or the community at large. Recommendations that address particular outreach activities that partners can attain should be provided.

Action Plan

A valuable component of the needs assessment is to provide the agency with immediate direction via a brief, attainable action plan. This could be a simple list of recommendations relating to each element.

Data Template for Site Selection

The following outline shows the recommended data that should be reviewed when considering site selections for Neighborhood Place locations. This data is either publicly available or available through administrative records. State departments will assist in providing aggregate data on potential sites. The exact geographic parameters and time frames for the data will need to be defined on a case by case basis.

I. Census Data:
   - A. Poverty data – some parish-level available at http://www.lapop.lsu.edu/LPDC_Report_7.pdf
     - i. Children in Poverty
     - ii. Children in Deep Poverty
     - iii. Children in Near Poverty
     - iv. Percent of children under 6 with no parents in the labor market
     - v. Average household income

II. Administrative Data:
   - A. Department of Education –
     - i. Percent of children in local schools who are eligible for free/reduced lunch
     - ii. Enrollment data
     - iii. Attendance data
     - iv. Suspension data
     - v. Expulsion data
   - B. Department of Health and Hospitals –

i. STD rate
ii. Medicaid caseload rates
iii. OMH referrals
iv. OAD referrals
v. Immunization rates
vi. WIC rates
vii. Low and Very Low Birth Weight Rates

C. Office of Juvenile Justice –
i. Youth involvement with OJJ

D. Workforce Commission
i. Unemployment claims
ii. Number/rate of participation in job training

E. Department of Social Services
i. FITAP caseload rates
ii. STEP caseload rates
iii. Food Stamp caseload rates
iv. Child Care caseload rates
v. Kinship Care Assistance Program rates
vi. Number of licensed child care centers
vii. Rate/number of CPI investigations
viii. Rate/number of Preventative Services
ix. Rate/number of children in Foster Care
x. Rate/number of parents of children in Foster Care
xi. Young Adult Program
xii. Disability Determination Claims – SSD and SSI

CHAPTER 5

Implementation Plan

Introduction

Many government agencies on both national and international levels are developing a singular gateway to governmental access, information and services. This Business Plan not only provides a logical framework, but also will serve as a benchmark in developing an innovative concept in Louisiana, a program referred to as Neighborhood Place (NP). This document will clearly outline the steps necessary to develop Neighborhood Place Sites.

Purpose

The objective of this Implementation Plan is to provide a document that clearly states the vision, objectives, approach, planning, work, timeframe and resources necessary to implement Neighborhood Place sites in Louisiana.

Goals and Objectives of the NP Project

- To make best use of available dollars
- To listen to community ideas for delivering better services
- To build quality relationships between customers
- To create a customer-driven culture that provides quality, seamless, convenient and accessible services
- To streamline the process of service delivery
- To cut the red tape

Strategies Used to Meet the Objectives

- To partner with the community and other agencies
- To make services more accessible
- To promote customer/client friendly services that meet the needs of the community
- To provide training and ongoing support for staff at the NP sites

Evaluation

Outcomes will be monitored closely. The Research and Evaluation Subcommittee will develop instruments to be used to measure the impact of operating NP sites.

Challenges

Challenges we can expect to encounter are inclusive of location of office space, funding, privacy issues, and technology.

Opportunities

Developing Neighborhood Place sites in Louisiana will allow staff and community members to benefit by learning the true meaning of cooperation, collaboration and strengthened partnerships.

To ensure that quality services are delivered, it is important that periodic surveys be performed. These surveys will measure the experiences of the average citizen, identify opportunities for service improvement, and address specific areas for concern.

Neighborhood Place, a proposed full-service approach to consolidate social services will prove to be cost-effective. This approach would meet the needs of Louisiana citizens by offering a variety of programs at one location. Implementation of this plan in a small parish would allow those participating in the plan's approach to see its strong points, as well as its needs (weaknesses), before initiating the program in a larger macrocosm involving a complex area of the state. The choice of opening a NP site at an existing office would provide optimum advantage for interested persons to watch the concept at work.

Implementation Discussion

One of the goals of NP is to locate in an area where clients would benefit from multiple services. The followings items must be considered prior to decisions to establish an NP site in your area:

A. Location
- Address transportation in all areas, including rural parishes.
  - Consideration should be given to using school buses during the day to transport consumers to the site for services
  - Consider using vehicles owned by faith-based and other non-governmental entities
  - Consult local community in making determinations of location
- Consideration should be given to faith-based and other non-governmental entities that have buildings available for use
- Consideration should be given to using existing parish offices as more NP sites develop in a parish and their presence is de-centralized
- Contemplate locations that are in underserved areas as government agencies tend to congregate in only one part of a parish

* When exploring transportation, liability issues must be addressed.

B. Physical Plant Issues
- Building must be appealing/inviting. The facility/space must be family friendly to encourage citizens to enter
- Take into account:
  - Safety of staff and clients
  - Separate restrooms for staff
  - Appropriate signage
  - Parking for staff and clients
  - OSHA compliance
  - Accessibility
  - Private rooms to interview clients
  - Availability of technology
  - Play area for children whose parents are being assisted
  - Adding food pantry and/or baby store stocked with donations
  - Providing public telephone access to clients
- Consider making a neighborhood-based theme that is unique to each NP

C. Service Delivery Area
- Must determine geographic parameters of area to be served by NP based upon data
- Based upon area needs of clients, core services should be established

D. Staffing
- Basic NP set-up would include:

- Site Manager would be responsible for directing the NP. Direct line supervision for state employees will continue from each agency
- The Site Manager would be responsible for day-to-day operations at the NP

- Civil Service considerations:
  - Employees' domicile would have to be established at NP if they spend at least 51% of time at that location
  - Allowing employees to work flexible hours to encourage their presence and allow services to be provided for a longer period of time each day
  - Consider questions of overtime compensation
  - Will assignment be permanent
  - Will the manager or supervisor maintain current Civil Service classification if there is a reduction of staff due to staff placement at NP
- Suggestion of using volunteers at NP, particularly to entertain children while their parents are being assisted, i.e., university students and social workers
  - Background checks would be required and strict rules would be established
- Programmatic considerations:
  - Employees at NP must have knowledge of all services offered at the NP site
  - Determination of the programs that will be included at NP must be considered prior to determining staff designation
  - NP Site Manager should have broad knowledge of programs available at the site
- Regular meetings among all agencies would be necessary to ensure on-going collaboration
- Type of employees who should be considered:
  - Experienced staff rather than newly-hired employees because they will require less supervision
  - Recruiting effort for NP should be very positive and perceived as competitive
  - Consideration given to consulting Regional Administrators before individuals are assigned for NP
  - Consider employees who speak languages other than English to assist clients who are non-English speaking
- Development of a contingency plan to keep service delivery running if there is a disaster or shortage of staff
- Efforts should be made to ensure that agency staff at NP sites continue to feel "connected" to their respective agencies
- Employees who will work at NP sites must be selected early in the process so they can be involved in the meetings and training prior to the opening of the site

E. Confidentiality/Information Sharing

- Waiver to share information among agencies at NP must be signed by clients
- Staff must sign an agreement indicating their intention to keep information confidential
- Consideration must be given to ensuring the confidentiality of records of employees and their families who have cases. Policy prohibits staff from working on cases of family, friends, and social acquaintances
- Staff must understand the difference in sharing information and sharing documents
- NP staff should broadly interpret all confidentiality and information sharing rules to do what will help a family while staying in the confines of the law

F. Customer Service

- A thorough assessment of a client's situation and needs must be conducted during their initial visit to NP
- Participants must discuss the type of follow-up assistance clients will receive after their initial interaction
- Core services should be included in a NP site, then increasing services in the future should be based on the needs of clients and the resources available
- Role of NP Site Manager will be to work with the community to provide referrals when a client needs assistance that is not available at the NP
- An alternative to full-time staff at NP would be to rotate days of presence; services must be consistent so clients will know availability
- Consider allowing private entities to be housed at a NP if appropriate

G. Administrative Matters

- DOA facilities planning division must be consulted to ensure a smooth transition from parish/regional offices to NP sites
- Adequate scrutiny of cost allocation as it relates to supplies, equipment, support staff, and how the NP Site Manager would be paid.
- Payroll, time and attendance should be discussed and a procedure shall be developed to meet the needs of staff
- Building management:
    1. Who will have the keys
    2. Who will open building on daily basis
    3. Would public have access to office areas after hours
    4. Who would handle employee problems and client complaints
    5. Will receptionist be hired by group
    6. Who will be in charge if the Site Manager is out
    7. Who will determine what the schedule and dress code will be since agency rules vary

- Consideration should be given to questions regarding the designated custodian of records. Will this designation change for any of the agencies
- Consider how the security roles required for processing cases will be managed
- Processing PPR
- Build in growth space for additional NP partners

H. Caseload Management
- Staff supports developing the service area via ZIP Code
- Assigning the district offices within each parish. a separate identifier so that the changes can be made by IT globally. Thereafter, the physical case records could be moved.
- Update and organize records prior to transfer to NP. Strict guidelines must be established to manage potential instances whereby consumers may want to go to NP because it is close to his/her workplace, but their residence is not within the NP ZIP Code
- Include local staff in planning for caseload changes

I. Community Partners
- Staff identified the following community partners:
  - Chamber of Commerce
  - Law enforcement
  - Juvenile planning boards
  - Community Action councils
  - Legislative members and staff
  - School board members
  - Division of Administration/Facilities Management
  - Churches
  - Courts
  - Non profit organizations

J. Communication
- Advance notice of change from parish office to NP must be provided to citizens via media, signs, mail-outs, and visits to churches and community centers
- Community should also be educated through billboards and PSAs
- Agency communication with legislative staff must be on-going, particularly with the members of the Health & Welfare committees
- Employees are the biggest stakeholder and should be informed during the early stages and be given an opportunity to participate in planning
- Field leadership should be given additional information about NP before anything is communicated to staff ("Not About Us Without Us")

CHAPTER 6

Day to Day Operations

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Definitions

Definition:

"Collaboration is a mutually beneficial and well defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone."

Definition used by Michael Winer in two major training events: Kentucky NP Annual Meeting (October 1999), and a joint NP/FRYC training (November 1999)

Blended Services

The Neighborhood Place partner agencies came together to work towards a 'seamless' system of service delivery in the state of Louisiana. The goal is to establish a network of accessible, family-friendly and results-oriented 'one-stop' service delivery centers that promote self sufficiency. Each Neighborhood Place is charged to develop and implement mechanisms that ensure the following:

1. **Coordinate services** – Each Neighborhood Place will have a team that works to improve the blending of services and will have a mechanism to include agency supervisors in this process.

2. **Respectfully Welcome Clients** – All families coming into Neighborhood Place will be 'greeted' by staff. In addition, all staff and volunteers will assume the greeter role and function wherever and whenever possible.

3. **Inform Families** – All families, regardless of whether services are provided on site or off site, will have an opportunity to learn the range of services available through Neighborhood Place.

4. **Partner with Families** – All families, regardless of whether services are provided on or off site, will have the opportunity to sign the "Release of Information Consent Form" and will be asked what services are needed through use of the self assessment form. A more thorough assessment is conducted around identified needs and referrals are made to the best possible resources.

5. **Communicate** – Families receiving a service at Neighborhood Place or from staff assigned to a Neighborhood Place and having a signed consent form will have at least basic information entered into the Neighborhood Place centralized database.

6. **Train staff** – the skills; techniques and principles of practice that are inherent in the above will be the priority for staff development.

Case Presentation Guide

1. Each NP site will designate a specific time and date each month to have regularly scheduled case staffings.

2. Each NP site will develop a rotating schedule for case staffings by each partner member. This schedule will be disseminated to all partners.

3. Each partner is expected to have a minimum of one representative at each meeting. That representative will rotate with others.

4. Cases will be presented by the person(s) actually working on it, not the supervisor.

5. Case presentations will follow a case presentation format to assist with staying on task.

6. Each session will begin with a follow-up of cases previously presented.

7. Each meeting will end with a brief Meeting Assessment form, which needs to include a question regarding partner participation and involvement.

8. Each site will designate 2 or 3 members to attend monthly consultation/training session to receive assistance on facilitating the case review.

Family Solutions

A Family Solutions approach means we focus on the family. The goal is to work in partnership with individuals to help identify their strengths, focus on everyday life events, and help them build the skills necessary to manage situations that are difficult for them.

Case staffings work best when the following outline is used:

1. Help members of the team to get to know the family by **describing their strengths and needs**. Remind the team of the developmental challenges families face.

2. **Discuss the family's strengths** and skills. What does the family do well? What are they proud of? What gives them a sense of self worth and satisfaction?

3. Discuss **what is difficult for the family.** What situations in everyday life are high risk or difficult for them? What is their current pattern for trying to accomplish these tasks?

4. Discuss **what individual challenges family members might have** that serve as barriers to resolving problems in the family. What do you know about these individual patterns of behavior?

5. If you have **co-developed plans** with the family (or individual family members), what are they? (Please bring enough copies for the team). How are the plans so far? Is the family **keeping track of their successes?** If so, bring copies of their accomplishments for sharing.

The team will benefit just from hearing about your work with the family; however the NP staff is also there to assist you and the family by brainstorming about other possible resources or approaches. Think about how the team might be helpful prior to your case discussion.

WELCOME TO NEIGHBORHOOD PLACE

DATE:

PLEASE PRINT

Name: Date of Birth:

Complete Home Address: Complete Mailing **Address:**

Number in Household: Social Security Number:

Phone: ☐ Home ☐ Cell ☐ Alternate

Reason for Visit: ☐ New Applicant ☐ Return Visitor ☐ Follow up appt. with

APPLICATION INSTRUCTIONS

Neighborhood Place offers a variety of services. Complete the check boxes that best describe the services needed:

SERVICES NEEDED

Office of Family Support Services		Medicaid	
Child Care Assistance Program (CCAP)	☐	Aging & Elderly Services (OAS)	☐
Child Support Services (SES)	☐	Disabled Adults-Disability Medicaid (DM)	☐
Family Independence Temporary Assistance Program (FITAP) – cash assistance	☐	LaMOMS (no cost Medicaid for pregnant women)	☐
Food Stamp Program (FSP)	☐	Louisiana Children's Health Insurance Program (LaCHIP)	☐
Kinship Care Subsidy Program (KCSP)	☐	Medicare Purchase Plan (MPP)	☐
LA Combined Application Project (LACAP)	☐	Medically Needy Program (MNP)	☐
Strategies to Empower People Program (STEP)	☐	Medicare Savings Program (MSP)	☐
		TAKE CHARGE (TC) – no cost Medicaid family planning services	☐
Housing Services			
Emergency Shelter	☐	**Health Unit Services**	
Energy Assistance (LIHEAP)	☐	Children's Special Health Services (CSHS)	☐
Homeless	☐	Family Planning	☐
Rental Assistance	☐	Head Lice Check	☐
Section 8	☐	HIV Testing	☐
Subsidized Housing	☐	Immunizations	☐
Utility Assistance	☐	Infant or toddler car seat	☐
Weatherization	☐	Lead Test	☐
		Pregnancy Test	☐
Behavioral Health Services		Sexually Transmitted Disease (STD)	☐
Alcohol	☐	TB Test	☐
Child abuse or neglect	☐	Women, Infants & Children (WIC)	☐
Child behavior	☐		
Depression – Feeling sad, hopeless, fearful	☐	**Employment Services**	
Drugs	☐	Earned Income Tax Credit (EIC)	☐
School attendance	☐	Help with resume /job application)	☐

Revised 4/24/09

Developmental Disabilities Services		Employment Services cont.	
Cash Subsidy Program	☐	Job Search	☐
Early Steps Program referral	☐	Job Training	☐
Home and Community-Based Waiver Services	☐	New Career	☐
Individual & Family Support Program	☐		
Louisiana Rehabilitation Services		**Education Services**	
Blind Services	☐	Adult Literacy	☐
Deaf Services	☐	Attention Deficit Disorder (ADHD)	☐
Independent Living Services	☐	Dyslexia	☐
Vocational Rehabilitation Services	☐	School attendance	☐
		School grade performance	☐
Other		Tutoring	☐
Community Diversion Programs	☐		
Juvenile Court Services	☐		

OTHER HOUSEHOLD MEMBERS		
NAME	**DATE OF BIRTH**	**SOCIAL SECURITY NUMBER**

STAFF USE ONLY

Worker Name: _____

Additional staff seen during this visit: _____

Limited English Proficiency: ☐ Yes ☐ No

Limited English – Translation/Interpreter Services Utilized: ☐ Yes ☐ No

Agency of initial contact during this visit: ☐ DSS ☐ DHH ☐ DOE ☐ LWC ☐ OJJ ☐ Other

Agency referrals made to client during this visit: ☐ DSS ☐ DHH ☐ DOE ☐ LWC ☐ OJJ ☐ Other

Service referrals made to client during this visit:

Where did you hear about Neighborhood Place? Circle one

Newspaper Radio TV School Festival Mailer Poster @ Walmart, Grocery, etc.

Church Friend OFS OCS LRS DOE DHH OJJ LWC Other

THANK YOU FOR ALLOWING US TO SERVE YOU!

RELEASE OF INFORMATION CONSENT FORM

I, _____, am seeking services from Neighborhood Place for ___myself, ___my family, ___my child (check all that apply). By signing this form, I am giving Neighborhood Place staff permission to communicate regarding services offered to me and/or my family. I understand that all records and information regarding services will be protected by regulations that govern the exchange of confidential information. I further understand that services may include an assessment of our needs and the development of a service plan to meet those needs.

It is understood that by authorizing the release of such information, it will be used for the sole purpose of providing and enhancing services to me, my family and/or my child and to avoid duplication between the agencies. The disclosure of information will be limited to staff at Neighborhood Place and within these organizations and will not be released to anyone else without my consent.

The agencies below have my written consent to share information of a confidential nature to the extent allowed by federal and state law and regulations unless I have indicated otherwise by putting my initials next to those agencies I want excluded.

Government, City, Private Non-profit Providers

Please initial those agencies you want excluded. Write in additional agencies you want *to add.*

_____ Louisiana Department of Health & Hospitals
_____ Sabine Parish School System
_____ Louisiana Department of Social Services
_____ Louisiana Office of Juvenile Justice
_____ Louisiana Department of Education
_____ Louisiana City/Parish Government
_____ Louisiana Public School System
_____ Louisiana Workforce Commission

_____ Other Agencies

_____

Please initial the information you wish to have excluded from this authorization. Write in information you want to add to this authorization.

___The full name and other identification of myself my family or my child
Records pertaining to juvenile justice proceedings, including arrests/adjudication
___Social and educational history and observations
___Records pertaining to child in need of care/ certification for adoption proceedings in juvenile court
___Treatment, services or education plans Recommendations to other providers
___Medical records and information pertaining to medical history, physical condition, services rendered and treatments given
___Medical records and information and information pertaining to mental health

Other Records: _____

I have read and understand the contents of this form; I have a copy and I agree to its provisions with the exception of any items I initialed above.

This authorization to receive services from the above agencies and to exchange confidential information shall remain in effect for a period of twelve (12) months. I understand that this release may be revoked by me at any time if requested in writing, but understand my records may have been released and re-released to others before I request that this consent be revoked.

Signature of self or children **Date** **Witness signature** **Date**

*** Parent/Guardian (please list children's names)**_____

THIS DOCUMENT DOES NOT AUTHORIZE THE RELEASE OF INFORMATION RELATIVE TO HISTORY OF DRUG/ALCOHOL TREATMENT, SEXUALLY TRANSMITTED DISEASES, AND/OR HIV STATUS. PURSUANT TO FEDRRAL LAW, PROTECTED HEALTH INFORMATION MAY BE RELEASED WITHOUT YOUR AUTHORIZATION FOR TREATMENT, PAYMENT AND HEALTH CARE OPERATIONS. AUTHORIZATION IS NOT REQUIRED TO COMPLY WITH LAWS REGARDING MANDATORY REPORTING OF SUSPECTED ABUSE OR NEGLECT OR ASSESSMENT THAT THERE IS A DANGER OF SERIOUS HARM TO SELF OR OTHERS.

LOUISIANA NEIGHBORHOOD PLACE

STAFF CONFIDENTIALITY AGREEMENT

I, the undersigned, understand that during the course of working at Neighborhood Place, I may be given access to confidential, privileged or proprietary client or business information in order to perform my responsibilities in a manner that meets client needs and enhances the delivery of services. By signing this document, I am agreeing to comply with all regulations and laws established to protect confidential information. I understand that accessing or releasing confidential information and/or records or causing this to occur outside the course of my assigned duties would constitute a violation of this agreement. I understand that proven violation of this agreement can result in termination of my access to information and may result in personnel actions being taken against me.

Confidential information shall include but not be limited to:

- Information contained in case or computer generated records, verbal or written information related to client service needs, and personnel or other files that pertain to clients, staff, volunteers, agencies, or communities.
- All documents relating to the **above.**

I agree to:

- Maintain confidential information and not reveal it to clients, colleagues or others with whom I interact without procuring the necessary releases or authorizations;
- Utilize information disclosed to me solely for the purpose of providing and enhancing services to individuals and families, to avoid duplication or conflicting service delivery and to promote effective and efficient delivery of services within the community.
- Restrict disclosure to those staff, volunteers or committee members who have a need to know and advise them of their concomitant duty to not disclose confidential information to a third party.
- I recognize that I have a duty to report child and adult abuse, neglect or exploitation, an individual being in danger of hurting self or others and within professional guidelines, ethical or statutory violations.
- I have read and understand this Confidentiality Statement and by signing in the space below agree to its terms and conditions.

*Name:*_____ *Capacity*_____ *Date:*_____

Community Council Member Confidentiality Agreement

All Community Council members and staff assigned to Neighborhood Place are asked to sign the Confidentiality Agreement. This statement has been approved by all of the partner agencies and their legal advisors. It applies the same standard to all staff, Community Council members, volunteers, student interns, etc. regarding confidential/privileged client information. Each site has a contact person who will see that staff and Council members are given the opportunity to review and sign the agreement upon employment.

Name _____ Date _____

Paid Holidays

The chart below was devised to alleviate confusion related to scheduling issues that could occur when combining services of various agencies. This chart reflects each entity's regularly scheduled holidays and how they relate to Neighborhood Place.

Holiday	Parish	State	Church	Volunteer	Neighborhood Place
New Years Day		X			
M.L.K.Jr Day		X			
Mardi Gras Day		X			
Good Friday		X			
Memorial Day		*			
Indepen-dence Day		X			
Labor Day		X			
Election Day Every 2 years					
Veteran's Day		X			
Thanks-giving Day		X			
Christmas Day		X			

* Governor proclaims

The above chart shows the official paid holidays of the state agencies participating in Neighborhood Place. Employees assigned to Neighborhood Place will follow the state holiday schedule. Neighborhood Place employees having different holidays should discuss this with the Site Manager. Situations that do not fit the above schedule will need to be determined individually.

Implementation Subcommittee Charter

Philosophy

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, the Implementation Subcommittee, comprised of partnering agencies, will work together to initiate a Louisiana Neighborhood Place site.

Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency. Implementation and Service Integration are of prime importance to the Governor, the DSS secretary and their executive teams. The goal is better services.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to be more customer friendly and to involve the local community to the fullest extent possible.

Model

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The work of the Implementation Subcommittee is to organize and guide a successful Neighborhood Place infrastructure by tapping all willing resources available, both public and private. The Implementation Subcommittee shall inject a Neighborhood Place "manner" in the site they represent and allow it to grow from that point.

Duties

The Implementation Subcommittee shall:

- Discuss the details of implementation at a particular site, understanding that each site will have unique differences
- Initiate meetings and organize follow up meetings
- Develop goals and target dates
- Make selections for the initial Community Council and charge them with the responsibility of informing the community

Communications Policy

Philosophy

The Neighborhood Place is committed to an open exchange of information with all news organizations on an impartial basis to better serve the needs of Louisiana's citizens. Legal requirements regarding the non-disclosure of confidential information will be adhered to. NP Site Managers, partner agencies and Community Councils are encouraged to promote NP activities and services such as specialty clinics, health fairs, etc.

Inquiries

NP will attempt to respond to news inquiries promptly and accurately. General information or concepts regarding Neighborhood Place should be referred to the Site Manager. Neighborhood Place staff and Community Council members will channel all inquiries from news media through the Neighborhood Place Site Manager. The Site Manager will channel all inquiries from news organizations through the appropriate home agency authority. If there are inquiries regarding a specific agency, the agency will contact their agency for guidance. If direct access to a specific Neighborhood Place employee is requested, the appropriate authority will handle scheduling availability. All requests for interviews and/or appearances for non-promotional activities must be approved and scheduled through the appropriate home agency authority.

Advertising & Promotional Vehicles

All press releases, public services announcements, advertisements, brochures, pamphlets, business cards, letterhead and multi-image presentations on all Neighborhood Places must be coordinated with the Communications Committee and approved by the Site Manager prior to final development.

Neighborhood Place Facility Usage Policy and Procedure

Neighborhood Place is committed to being responsive to community needs and welcoming to residents and others who can benefit from Neighborhood Place services. Because of this, Neighborhood Place sites often host activities other than those that are related to specific Neighborhood Place services. Each Neighborhood Place site is located in a host facility that has policy guidelines and every Neighborhood Place contains confidential and other material that must be secured.

To establish a balance between the two imperatives cited above and to assure that a consistent set of standards apply to all Neighborhood Place sites, the following guidelines have been approved for community groups requesting the use of Neighborhood Place space:

1. The space used for community meetings must be separate and secure from that designated for confidential records or that assigned to staff as work area. Each Neighborhood Place site will determine which spaces meet these criteria.
2. The Site Manager will be aware of and communicate to the group the guidelines established by the host agency and by the Neighborhood Place.
3. Use of the building during non-traditional hours will require the presence of an employee of a Neighborhood Place partner agency or a Neighborhood Place Community Council member. This person is responsible for assuring that security is maintained and the facility is locked after the meeting. The Neighborhood Place Site Manager will contact the host agency when a non-Neighborhood Place staff person is responsible.
4. The use of Neighborhood Place facilities will be limited to those groups and activities that further the mission of Neighborhood Place. The activities conducted within Neighborhood Place will not require an admission fee nor be used for sales or other fund raising functions.
5. Any group requesting the use of a Neighborhood Place facility during non-traditional hours will complete an application which will include:
    - Name of the organization
    - Contact person for the organization, including their address and phone numbers
    - Name of Neighborhood Place staff person who has agreed to be present for the duration of the meeting
    - Date and time of facility use
6. Any group requesting the use of a Neighborhood Place facility during non-traditional hours will agree to abide by the conditions of which include:
    - Having a sign in sheet that includes name, address and phone of all who are present in the facility
    - Providing any audio-visual or any other special equipment necessary for the meeting
    - Agreeing to leave the facility in the condition in which it was found
    - Assuring that Neighborhood Place will not be incurring any additional costs as a result of the meeting
7. Any variations of the above will be discussed and reviewed with the Neighborhood Place Site Manager whose decision will be final.

LOUISIANA
NEIGHBORHOOD
PLACE

Roles of the Neighborhood Place Community Council

- Council Members as Advocates of the Community:
  1. Reflect the thinking of the community as a whole
  2. Support community members as they interact with Neighborhood Place
  3. Interpret community needs to the Neighborhood Place

- Council Members as Ambassadors:
  1. Promote the concept of Neighborhood Place in the community
  2. Explain services and assistance available to community members
  3. Encourage the use of Neighborhood Place for services to meet family needs

- Council Members as Planners:
  1. Interpret the findings of the community needs assessment
  2. Survey community and determine services available to families
  3. Partner with other organizations and agencies to become problem solvers

- The Council as Partners in Leadership:
  Members will serve as partners to the Managing Board to:
  1. Help set the direction of Neighborhood Place
  2. Ensure that Neighborhood Place remains true to its mission
  3. Review goals and objectives
  4. Work with the Site Manager who is responsible for the day-to-day operations of Neighborhood Place

- Community Councils consist of:
  1. 15-21 people
  2. Two-thirds reside in the service area
  3. One-third work in the area
  4. One-third must have received or currently receive services from Neighborhood Place

Appendix

This section contains the following supplemental information:

The Concept
ACT No. 775
Workplace Site Analysis Form
Louisiana Neighborhood Place Services
Worker Safety: Recommendations for all Sites
Neighborhood Place State Leadership Team Charter
Charter for Neighborhood Place Research and Evaluation Subcommittee
Charter for Neighborhood Place Communications Subcommittee
Charter for Neighborhood Place IT Requirements Subcommittee
Charter for Neighborhood Place Training and Curriculum Development Subcommittee
Neighborhood Place Interagency Communications Plan
Neighborhood Place Partner Collaboration Policy
Measuring Up – The National Report Card on Higher Education - 2006 State Comparison Reports
Measuring Up – Louisiana Underperforms in Educating its Young Population

LOUISIANA
NEIGHBORHOOD
PLACE

The Concept

Neighborhood Place works with communities to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.

Key values of the Neighborhood Place concept:

- Accessible to the community
- Cost efficient for service providers
- Fully integrated method of service delivery
- Responsive to and respectful of clients

Unique features of the Neighborhood Place concept:

- Single point of access/intake for multiple services (no client is asked to repeat a piece of information)
- Service providers housed together, working as teams with clients toward specific, client-identified goals
- Clients are full partners in planning, implementing, and evaluating services
- Common "Consent to Release Information" form
- Neighborhood Place is not a new service, but a new way of delivering services

Guiding Principles of the Neighborhood Place Concept:

- Support community endeavors that transcend and augment any single agency's mission
- Recognize that collaborations occur among people, not among institutions
- Encourage agencies to fully cooperate and dissolve barriers which prohibit effective service delivery
- Encourage dialog among the service providers to identify issues for collaboration
- Place the needs of clients above jurisdictional and governmental concerns
- Promote the commitment to collaboration at every level of the organization
- Focus on the long-term impact rather than on the quick fix
- Recognize the diversity of both the community to be served and the providers
- Recognize and address the obstacles local agencies, organizations, or institutions still face in this process.

ACT No. 775

Regular Session, 2008 **ACT No. 775** ENROLLED

SENATE BILL NO. 701

BY SENATORS MOUNT, CASSIDY, CHEEK, ERDEY, GRAY, HEITMEIER AND NEVERS AND REPRESENTATIVES BOBBY BADON, BALDONE, BARROW, BILLIOT, TIM BURNS, CARMODY, CHANDLER, CHANEY, DOWNS, FANNIN, GISCLAIR, ELBERT GUILLORY, GUINN, HARDY, HINES, HOFFMANN, HOWARD, MICHAEL JACKSON, JOHNSON, KATZ, MILLS, PEARSON, POPE, TRAHAN, WADDELL AND WILLIAMS

AN ACT

To amend and reenact R.S. 46:52.1(D), and to enact R.S. 46:52.1(F) and (G) and 52.2, relative to an integrated case management and service delivery model; to provide for integrated case management; to provide for a service integration delivery model program; to provide goals for the program; and to provide for related matters.

Be it enacted by the Legislature of Louisiana:

Section 1. R.S. 46:52.1(D) is hereby amended and reenacted and R.S. 46:52.1(F) and (G) and 52.2 are hereby enacted to read as follows:

§52.1. Integrated case management; "No Wrong Door"

* * *

~~E. The secretaries of the Department of Health and Hospitals, Department of Labor, and Department of Public Safety and Corrections and local community organizations shall participate in the development of a single-portal case management model, both in providing within their respective organizations the leadership and planning required of the secretary of the Department of Social Services in Paragraph (C)(1) of this Section and in assisting the secretary of the Department of Social Services in developing forms and screening tools, providing training, improving communication, and providing with respect to funding, all as listed in Paragraph (C)(2) of this Section.~~ To advance the purposes set forth in this Section and R.S. 46:52.2, the secretaries for the Department of Health and Hospitals, the Department of Social Services, the Department of Labor, the deputy secretary

Coding: Words which are ~~struck through~~ are deletions from existing law; words in boldface type and underscored are additions.

for youth services of the Department of Public Safety and Corrections, and the state superintendent of education shall guide the implementation of service delivery integration designed to meet the needs of children and their families. All delivery of integrated services shall be in accordance with the statutory authority of each agency or department.

F. This state leadership group shall:

(1) Identify opportunities and implement recommendations regarding human services integration.

(2) Provide plans to execute the collective recommendations of these departments.

(3) Lead execution of service integration plans to include:

(a) Comprehensive screening for needs, coordinated assessment and referrals in multiple areas including, but not limited to the following:

(i) Academic challenges.

(ii) Behavioral problems.

(iii) Family stability.

(iv) Alcohol and drug abuse.

(v) Domestic violence.

(vi) Mental health concerns.

(vii) Employment and training.

(viii) Food and shelter.

(b) Screening, eligibility and redeterminations for temporary assistance programs, Medicaid and food stamps.

(c) Data sharing capabilities among participating agencies for the purposes of service delivery and statistical research.

(d) Child abuse intervention and prevention.

(e) Student attendance support.

(f) Other local human services.

(4) Identify targeted outcome results of service integration.

(5) Attain regular measures of performance relative to the targeted

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outcomes of service integration.

C. The guiding principles shall be to:

(1) Support community human service endeavors that transcend and strengthen any single agency's mission.

(2) Recognize that collaboration occurs among people, not among institutions.

(3) Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances more effective service delivery.

(4) Promote a commitment to collaboration at every level of participating organizations.

(5) Recognize the diversity of both the community to be served and the providers.

(6) Recognize and address the obstacles local agencies, organizations or institutions will face in this process.

(7) Instill mutual accountability among all participating organizations measured qualitatively and quantitatively.

(8) Promote maximization of state general fund investments and increase the state's return on investments.

(9) Prevent fraud and abuse to ensure funds are appropriately utilized.

§52.2. Service integration delivery model; pilot

A. In cooperation with local governmental and community organizations, the state leadership group as identified in R.S. 46:52.1(E) shall establish a Neighborhood Place implementing the service integration delivery model developed under R. S. 46:52.1 in one of the nine regional service areas defined in R. S. 46:2600 by the end of Fiscal Year 2008-2009. Local governmental and community organizations shall be engaged with the state to expand the Neighborhood Place model to additional sites in multiple regional service areas.

B. Working with local governmental and community organizations, a management model for each Neighborhood Place shall be established by the state leadership group in accordance with R.S. 46:52.1(C).

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(1) Each Neighborhood Place shall operate with shared accountability that citizens realize faster, lasting results of safety, educational security, independence and self sufficiency.

(2) The goals of this human services integration model shall include the following:

(a) To provide economic self sufficiency among families who receive services.

(b) To provide citizens with timely access to an array of health care, education, employment and human services.

(c) To improve the level of student participation and achievement in the school among children who receive services.

(d) To prevent fraud and abuse to ensure funds are appropriately utilized.

(3) Each Neighborhood Place shall demonstrate better results for citizens through collaboration, coordination and co-location of multiple human service systems. Services delivered shall, at a minimum, address the following:

(a) Student achievement.

(b) Truancy intervention and dropout prevention.

(c) Family safety and stability.

(d) Foster care and adoption.

(e) Prenatal and early childhood care.

(f) Preventative health care.

(g) Behavioral health.

(h) Adult education and job training.

(i) Vocational rehabilitation.

C. Targeted and measurable outcomes at the baseline of implementation shall be identified and tracked during quarterly periods throughout the life of integrated human service delivery operations.

Section 2. This Act shall become effective upon signature by the governor or, if not signed by the governor, upon expiration of the time for bills to become law without signature

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by the governor, as provided by Article III, Section 18 of the Constitution of Louisiana. If vetoed by the governor and subsequently approved by the legislature, this Act shall become effective on the day following such approval.

PRESIDENT OF THE SENATE

SPEAKER OF THE HOUSE OF REPRESENTATIVES

GOVERNOR OF THE STATE OF LOUISIANA

APPROVED: _____

Coding: Words which are ~~struck through~~ are deletions from existing law; words in **boldface type and underscored** are additions.

Workplace Site Analysis Form

Facility Location:

GPS Coordinates:

Land Use: Rural or Urban

Distance to Closest Police Department or EMS Office:

Facility Surroundings:

Staffing

1. Is there someone responsible for building security?
   a. If so, who is it?
2. Does everyone in the building know who that person is?
3. Is there a "buddy system" for workers when they are in the potentially dangerous situation?
4. Are there trained security personnel accessible to a worker in a timely manner?
5. If so, do they have sufficient authority to take necessary action in the absence of workers?
6. Is there secured parking for the employees?
   a. If not, are there escorts available to walk employees to and from their cars?

Training

1. Does the office have an emergency response plan? (escape routes, notification of authorities)
2. Are employees trained to report violent incidents or threats?
3. Are employees trained to handle difficult clients?
4. Are employees trained in ways to defuse or prevent potentially violent situations?
5. Are employees offered self-defense training?
6. Are any employees trained in basic first-aid and are necessary supplies on hand?
7. Do all employees participate in periodic drills for fires or human threats?

Facility Design

1. Are there enough exits and escape routes?
2. Are exit doors only able to be opened from inside, preventing any unauthorized entry?
3. Is lighting adequate to see clearly?
4. Are there employee-only areas separate from public areas?
5. Is access to work area only through a reception area?
   a. If so, does the reception area design prevent unauthorized entry to work areas?
6. Could a distressed worker be heard calling for assistance?
7. Can workers/receptionists view clients in the reception area?
8. Do areas used for client interviews allow co-workers to observe problems?
9. Are waiting areas and work areas free from objects that could be potential weapons?

10. Are chairs and other furniture secured to prevent them from being used a potential weapon?
11. Is furniture in offices and waiting areas arranged to prevent employees from becoming trapped?
12. Are private restrooms available for staff?
13. Do employees have a secured area for their personal belongings?
14. How many employees have keys to access secure entrances/exits?
15. How many public entrances are there?
16. How many levels are there comprising the facility?

Security Measures

1. Are there physical barriers? (Plexiglas partitions, elevated counters, bullet proof windows)
2. Are there security cameras or closed circuit TV in high-risk areas?
3. Are there panic buttons?
4. Are there alarm systems in place?
5. Are there metal detectors?
6. Do office doors lock?
7. Can the internal phone system activate Emergency assistance?
8. Are the office phones pre-programmed to dial 911?
9. Are convex security mirrors used?
10. Does the office have secured entry into reception areas? (Buzzers)

Outside the Facility

1. Are workers safe walking to and from the building?
2. Are building entrances clearly visible from the street?
3. Is the area surrounding the building free from bushes and other hiding places?
4. Are there video cameras on the building exterior?
5. Is there a nearby parking lot reserved for employees only?
6. Is the parking lot free of bushes and hiding places?
7. Have neighboring facilities and businesses experienced violence or crimes?

Workplace Procedures

1. Is public access to the building controlled?
2. Are floor plans posted showing entrances, exits, and secure locations?
3. Are special measures taken to protect staff who work late?
4. Are clients or visitors escorted to office appointments?
5. Are authorized visitors required to wear ID badges?
6. Does all staff wear IDs that omit personal information such as last name?
7. Are all workers informed of past violent actions by clients and patients?
8. Is there an established liaison with local, parish or state police?
9. Are waiting times for client services kept short to prevent frustration?
10. Are dysfunctional security devices repaired quickly?
11. Are any and all security devices checked regularly to ensure that they are functioning properly?
12. Is there cellular service available from inside the facility?

Louisiana Neighborhood Place Services

List of Proposed Services

The services offered at every Neighborhood Place site will be unique and based on the needs of the community.

Truancy intervention/student achievement
Housing assistance
Child care assistance and referral
Medicaid/LaCHIP
TANF
Food stamps
LIHEAP
Workforce development
WIC
Nurse Family Partnerships / Early Steps
Prescription Assistance Program
Child welfare prevention services
Vocational rehabilitation services
Addiction counselors
English as a Second Language classes
Transportation services
Commodity Supplemental Food Program (CSFP)
Family planning
Sexually transmitted diseases prevention/services
HIV/AIDS
Immunizations
Adult education
Health insurance access
Physical health
Behavioral health
Public health
Elderly affairs
Diversion services to keep youth out of formal court proceedings
Juvenile Justice youth and parent meetings to obtain pertinent case information
Youth and parent group orientation for all new probationers.
Routine office visits and/or monthly contacts with youth and parents

LOUISIANA NEIGHBORHOOD PLACE

Worker Safety Recommendations for All Sites

The number one tool all employees have at their disposal for protection is their mind. Each employee should be required to attend a Safety Training course. Many potentially dangerous situations can be avoided and employees can be better equipped to manage situations that can't be avoided, provided they are trained to have the proper mindset. Equally important is the need for employees to be trained to recognize signs leading up to a dangerous or violent situation and have the verbal, mental and physical tools to put them safely away from the given situation.

Each Neighborhood Place site shall select a Safety Coordinator. The Safety Coordinator will work with staff to develop a local Neighborhood Place Safety Plan. The Emergency Response Plan will be specific to the local Neighborhood Place site. The Safety Coordinator will take the lead in informing staff about new safety policies, procedures and ongoing safety meetings and trainings. The plans must include emergency escape routes, assembly points after evacuation, and employee head count responsibility. Separate plans should be included for tornado, fire, earthquake and human threat. Plans should be rehearsed at least quarterly. While this may seem excessive, studies within law enforcement clearly demonstrate that employees will react to stressful situations the way they have been trained to react to a specific threat.

Office locations should be evaluated annually with a standardized assessment instrument that considers both potential threats to employees, training needs of employees, and building related concerns, as well as the standard OSHA and state specific requirements. This approach ensures the office environment and culture of safety is a priority of the agencies involved.

As site locations and layout of employee and client spaces are considered, the agencies must be mindful of "free access" to the building. A security barrier such as a front office counter, glass wall, or security door can provide the additional security needed to protect the staff at the greeting/reception area.

Employee Entrance and Exit

Entrances and exits, separate from the clients, are strongly recommended. The entry/exit doors should be steel cased doors with magnetic keypad locks on the exterior and push bars on the interior. Each of these doors should have a peephole installed. The keypad lock at any point on the building allows the supervisor to change the code on the lock in the event that the code is compromised, an employee retires, or an employee is terminated. This is an extremely desirable characteristic.

Each office should develop a sign in/sign out procedure for everyone entering or exiting the building. The sign out/sign in sheet should require visitors to print their name, date of birth,

current address, and present photo identification. Visitors would then be required to wear a visitor's badge. The ability to control access to the building via a secured waiting area would greatly enhance this system.

Each office should develop a sign in/sign out sheet for employees who are required to do field investigations and visit homes as part of their daily duties. The sheet or board should be located in an inconspicuous place away from the public or client's view. The sheet or board should include the time of the employee's departure, the anticipated time of return to the office, the actual physical address of the location being visited by the employee, and the reason for the visit. This system is only as effective as the employees utilizing the sign in/sign out sheet/board.

Employees must notify the office advising if there is a change in plans or if they have left the intended site. This information should be updated on the board by office staff.

Placement of the employees' office furniture requires additional consideration. Employees should consider arranging the furniture in their respective office/workspace in order to provide them with a tactical advantage over clients while in the office. This arrangement would simply place the worker closer to the door than the client. A safe exit for the employee would be more probable should a violent encounter occur. This simple, cost effective step would greatly enhance the safety of the employee.

Each office should develop a working relationship with local law enforcement. It would be advantageous for each office to have at least one contact person with the local enforcement serving their respective area.

These recommendations are general and deemed to be the minimum considerations for any/each potential site locations. Individual locations may require additional and specific considerations based on the age and condition of the office, and whether the leased space is existing prior to the Neighborhood Place planning and development phase.

Neighborhood Place State Leadership Team Charter

Issue Statement

Act No. 775 of the 2008 Regular Session of the Legislature directs Neighborhood Place (NP) to promote the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, the secretaries for the Department of Health and Hospitals, the Department of Social Services, the Louisiana Workforce Commission, the deputy secretary for youth services of the Office of Juvenile Justice, and the state superintendent of Education and their designees, i.e., the State Leadership Team, shall collaborate to guide community and governmental entities toward this goal. In cooperation with local governmental and community organizations, a NP shall be established in one of the nine regional service areas as defined in R. S. 46:52.1 by the end of Fiscal Year 2008-2009.

Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency as directed by Act 775. Each NP shall operate with shared accountability that citizens realize faster, lasting results of safety, educational security, independence and self sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that the delivery of integrated case management and service integration shall be in accordance with the statutory authority of each agency or department and that targeted outcomes will be attained.

Model

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The role of the State Leadership Team is to coordinate the delivery of integrated case management and service integration and to instill mutual accountability among all participating organizations. The State Leadership team shall work with local governmental and community organizations to be engaged with the state to expand the Neighborhood Place model to additional sites in multiple regional service areas.

Duties

The state leadership team shall:

1) Identify opportunities and implement recommendations regarding human services integration
2) Provide plans to execute the collective recommendations of these departments

3) Lead execution of service integration plans to include:
   a) Comprehensive screening for needs, coordinated assessment and referrals in multiple areas including, but not limited to the following:
      i. Academic challenges
      ii. Behavioral problems
      iii. Family stability
      iv. Alcohol and drug abuse
      v. Domestic violence
      vi. Mental health concerns
      vii. Employment and training
      viii. Food and shelter
   b) Screening, eligibility and redeterminations for temporary assistance programs, Medicaid and food stamps
   c) Data sharing capabilities among participating agencies for the purposes of service delivery and statistical research
   d) Child abuse intervention and prevention
   e) Student attendance support
   f) Other local human services
4) Identify targeted outcome results of service integration
5) Attain regular measures of performance relative to the targeted outcomes of service integration
6) Establish subcommittees necessary for the work to be done by the state leadership team.

The guiding principles for the work of the state leadership team shall be to:

1) Support community human service endeavors that transcend and strengthen any single agency's mission
2) Recognize that collaboration occurs among people
3) Encourage agencies to fully cooperate through productive dialogue and action that dissolves barriers and advances more effective service delivery
4) Promote a commitment to collaboration at every level of participating organizations
5) Recognize the diversity of both the community to be served and the providers
6) Recognize and address the obstacles local agencies, organizations or institutions will face in this process
7) Instill mutual accountability among all participating organizations measured qualitatively and quantitatively
8) Promote maximization of state general fund investments and increase the state's return on investments
9) Prevent fraud and abuse to ensure funds are appropriately utilized

The services to be addressed by the state leadership team may include:

1) Student achievement
2) Truancy intervention and dropout prevention
3) Family safety and stability

4) Foster care and adoption
5) Prenatal and early childhood care
6) Preventative health care
7) Behavioral health
8) Adult education and job training
9) Vocational rehabilitation

The leadership team is to ensure that goals of this human services integration model are targeted with measurable outcomes at the baseline of implementation and that they be tracked during quarterly periods throughout the life of integrated human service delivery operations.

Charter for Neighborhood Place Research and Evaluation Subcommittee

Issue Statement

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, research and evaluation of data is critical.

Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that all persons hear the same clear and concise message from all service points. All services provided in the Neighborhood Place are customer friendly, results oriented, effective and efficient.

Model

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The work of the communications data group will be to compile a message that represents both public and private entities, determine outcomes, and design customer feedback forms, etc.

Duties

The NP Research and Evaluation Subcommittee shall consider the use of administrative data, public use data (such as the census) and survey data. The subcommittee will make

recommendations on data collection, research methodologies, as well as conduct or oversee research on the following elements:

I. Site selection decisions and tracking, such as:
   a. Use of state services by neighborhood (at ZIP Code or neighborhood level) - for post-implementation comparison
   b. Baseline demographic and socioeconomic data (at ZIP Code or neighborhood level) - for post-implementation comparison
   c. Assess unmet service needs based on quantitative data and focus groups or surveys of neighborhood leaders/community board

II. Clients served, such as:
   a. Demographic data
   b. Client satisfaction
   c. Client outcomes

III. NP model of collaboration, such as:
   a. Staff satisfaction
   b. Staff ratings of collaboration and coordination

Charter for Neighborhood Place Communications Subcommittee

Issue Statement

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible services in a particular neighborhood. In order to effectuate the most effective NP plan, effective communication with the public is crucial.

Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of this group is to make certain that all persons hear the same clear and concise message from all service points.

Model

Neighborhood Place is a way of delivering services and will provide a network of accessible, family-friendly, and results-oriented "one-stop" service delivery centers that promote self-sufficiency. NP introduces not only state services in one place, but also welcomes community and faith based organizations. Expertise and program integrity among each state service will continue to be valued. At the same time, the needs of our citizens must be the priority. Providing a consistent framework within which NP can develop will be important to overall success. The

work of the communications group will be to compile a message that represents both public and private entities.

Organization

The subcommittee shall work at the direction of the Neighborhood Place Executive Committee and make recommendations to that leadership body.

Duties

The Communications Subcommittee shall:

- Develop an approved and mutually agreed upon logo
- Develop brochures that provide a consistent message about services available at the NP
- Create standardized talking points for use in public relations and media, including PowerPoint and other presentation materials
- Develop and create a separate, single NP web site

Charter for Neighborhood Place
IT Requirements Subcommittee

Issue Statement

Louisiana is committed to providing excellent services to citizens and to establishing efficient business processes. Neighborhood Place will provide a single location for multiple services to partner together for collaborated holistic services. Providing technical connectivity for all partners will ensure the delivery of quality services.

Principles

- Provide internet connectivity for all partners
- Improve technical data sharing among partners
- Address diverse technical needs of all community partners
- Work together with all partners to make Neighborhood Place a reality

Duties

- Establish baseline software needs for all partners
- Identify potential technical gaps and work to provide solutions
- Provide H drive access for DSS
- Allow for growth and improvement
- Evaluate NP partner satisfaction
- Evaluate effectiveness of IT components provided

Charter for Neighborhood Place Training and Curriculum Development Subcommittee

Issue Statement

Neighborhood Place (NP) promotes the working together of community and governmental entities to ensure healthy, educated, safe and self-sufficient families through a system of blended, accessible, services in a particular neighborhood.

In order to have a productive, efficient, effective, cohesive work group, policies and procedures must be clearly defined. In addition roles, responsibilities and duties must he written. Employees must be properly trained on the NP vision, philosophy and concepts.

Motivation

Louisiana's citizens will benefit from a holistic approach to varied human social services. NP will work with communities to provide blended and accessible health, education, employment and human services that support children, families and individuals in their progress toward self-sufficiency.

The state's current design, infrastructure, operations and service delivery venues are set up to meet stand-alone needs. Traditionally, state agencies have operated separately from private community and faith-based entities. The goal of Neighborhood Place is to make certain that all employees of Neighborhood Place are adequately trained to provide child centered, family focused culturally responsive services.

Duties

The Training and Curriculum Development Subcommittee shall:

- Review the policies and procedures for the NP Sites
- Identify, discuss, present and select training topics
- Review, develop and/or select curriculum for training NP employees
- Develop a plan for conducting NP training

Neighborhood Place Interagency Communications Plan

Goals

1) To make recommendations to the Leadership Committee regarding objectives and strategies of a communications plan designed to disseminate the vision, mission and service deliveries of Neighborhood Place to a target audience of government officials, news media, staff and the general public via various events, publications, print, broadcast and electronic media; and
2) To implement directives received from the Leadership Committee.

Communications Plan

Objective	Strategy	Assigned to	Deadline
Publications	a. Brochure c. Bus Stop benches		
Electronic media	a. Web site b. PowerPoint c. Logo		
Print media	a. Talking points b. Press releases c. E-mails to staff d. E-mails to legislative committees e. Community, faith-based leaders f. Letters to the editor		
Broadcast media	a. TV morning shows b. Radio talk shows c. PSA		
Events	a. Bill signing b. Ribbon cutting c. Editorial boards		

Neighborhood Place Marketing Strategy

LOCAL

Tentative launch date: As centers are identified

E-mails to community, faith-based leaders (local)
E-mails to staff (local)
E-mails to legislators (local)
Visit editorial boards (local)

Letters to editors (local)
Press release (local media)
Ribbon cutting (day of center opening—VIPS invited)
Morning TV shows (local leaders)
Talk radio shows (local leaders)
Public service announcements (local media)**
Bus stop benches (local)**
Insert brochure in mail to agency customers (local)**
Distribute brochures at agency walk-in offices (local)

****Identified as needing funding**

Neighborhood Place Partner Collaboration Policy

Definition:

"Collaboration is a mutually beneficial and well defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone."

Definition used by Michael Winer in two major training events: NP Annual Meeting (October 1999), and a joint NP/FRYSC training (November 1999).

Guiding Principles:

- Support community endeavors that transcend and augment any single agency's mission.
- Recognize that collaboration occurs among people, not among institutions.
- Encourage agencies to fully cooperate and dissolve barriers which prohibit effective service delivery.
- Encourage dialogue among the service providers to identify issues for collaboration.
- Promote the commitment to collaboration at every level of the organization.
- Focus on the long-term impact rather than on the quick fix.
- Recognize the diversity of both the community to be served and the providers.
- Recognize and address the obstacles local agencies, organizations, or institutions will face in this process.

Excerpt from original "Collaboration Policy" developed by a workgroup prior to First NP opening in 1993.

Measuring Up – The National Report Card on Higher Education – 2006 State Comparison Reports

Louisiana 2006 National Report Card for Higher Education

Leading Indicators

	Louisiana	U.S.
Projected % change in population, 2000-2020	6%	14%
Projected % change in number of HS graduates, 2002-2017	-11%	8%
Projected budget surplus/shortfall by 2013	-11%	-6%
Average income of poorest 20% of population (2004)	$9,668	$11,118
Children in poverty (2004)	30%	18%
Percent of population with less than a high school diploma or equivalent (2004)	21%	14%
New economy index (2002)*	26	60

* This score reflects the Information Policy Institute's assessment of a state's capacity to participate in the knowledge economy. Higher scores indicate greater capacity.

STATE COMPARISON RESULTS: RAW SCORES PREPARATION

STATE NAME	Grade	High School Credential	Math Course Taking (grades 9-12)	Science Course Taking	Algebra in 8th Grade	Math Course Taking (grade 12)	Math Proficiency	Reading Proficiency	Science Proficiency	Writing Proficiency	Math Proficiency Among Low Income	College Entrance Exams	Advanced Placement Exams	Teachers with Major in Subject
Louisiana (1994)	59% Graduate on Time	54%	24%	8%	5%	6%	7%	18%	14%	13%	2%	10	23	95%
Louisiana (2006)	C	80%	12%	29%	5%	4%	10%	23%	13%	10%	4%	19	26	81%

STATE COMPARISON RESULTS: RAW SCORES PARTICIPATION

STATE NAME	Grade	Chance for College	Young Adult Enrollment	Non-Traditional Adult Enrollment
Louisiana (1998)	1998 Grade as not Calculated	28%	25%	3.0%
Louisiana (2006)	C-	33%	29%	3.0%

STATE COMPARISON RESULTS: RAW SCORES COMPLETION

STATE NAME	Grade	Students Returning at 2-Year Colleges	Students Returning at 4-Year Colleges	Bachelor's Degree Completion (6 Years)	Bachelor's Degree Completion (6 Years)	All Degree Completion
Louisiana (1998)	1998 Grade as not Calculated	71	68%	53	39%	52%
Louisiana (2006)	C-	49%	72%	Data no longer collected	36%	49%

[1] Measuring Up – The National Report Card on Higher Education http://measuringup.highereducation.org/reports/stateProfileNet.cfm?myYear=2006&statename=Louisiana&cat=AI (accessed February 6, 2009)

Measuring Up – Louisiana Underperforms in Educating its Young Population

News Room: State Press Releases

EMBARGOED FOR RELEASE:

September 7, 2006

State News Summary: Louisiana

Louisiana Underperforms in Educating Its Young Population

San Jose, Calif., and Washington, D.C. - Louisiana's underperformance in educating its young population could limit the state's access to a competitive workforce and weaken its economy over time. The high cost of college presents a barrier to enrollment for low- and middle-income families, and Louisiana trails other states in preparing students for and enrolling them in college.

These are among the major findings of Measuring Up 2006: The National Report Card on Higher Education released today by the independent, nonpartisan National Center for Public Policy and Higher Education. According to the report:

The chance that a high school student will enroll in college by age 19 remains low, despite one of the steepest increases among the states on this measure. Only 33% of 9th graders are enrolled in college four years later. Also, only 58% of students graduate from high school within four years - among the lowest in the country.

Net college costs for low- and middle-income students to attend public four-year colleges represent about one-third of their annual family income. (Net college costs equal tuition, room, and board after financial aid.) These families earn on average $16,834 annually. These institutions enroll 62% of college students in the state.

Very small proportions of 11th and 12th graders score well on Advanced Placement tests and college entrance exams.

Among young adults (ages 18–24), whites are twice as likely as non-whites to be enrolled in college. In addition, young adults from high-income families are more than twice as likely to attend college as those from low-income families.

Louisiana is surpassed by many nations in the proportion of students who complete certificates or degrees. With only 15 out of 100 students enrolled completing a degree or certificate, the state lags such nations as Hungary, Poland, and the Slovak Republic.

"Our future educational and economic leadership are in jeopardy if the nation's young population - those already in the workforce and those still in the educational pipeline - do not keep pace with the levels of college access and completion of earlier [2]generations, and with the accelerating pace of college education throughout the world," said Patrick Callan, president of the National Center. "Measuring Up 2006 provides state policymakers and higher education leaders with a clear understanding of where postsecondary education needs to improve in their state."

[2] State of Louisiana press release September 7, 2006

The grades in the report card are based on quantitative measures; each state is graded on six areas of performance. For the first time, this edition of Measuring Up includes international comparisons for each of the 50 states and the United States as a whole on their performance in providing postsecondary education.

Forty-one states received an "Incomplete" in Learning, a category that evaluates what is known about student learning as a result of education and training beyond high school. For these states, it is not possible to measure the state's educational capital - the reservoir of high-level knowledge and skills that benefit each state - due to inadequate data.

Louisiana's Grades
Preparation F
Participation C–
Affordability F
Completion C–
Benefits D–
Learning Incomplete

Measuring Up 2006 includes a national report and 50 state reports. The national report summarizes the nation's current performance in higher education, as well as improvements or declines in performance over the past decade. The individual state reports offer a detailed look at higher education in each state. Measuring Up 2006 follows up on previous editions of the report card released in 2000, 2002, and 2004.

Upon the release of Measuring Up 2006 on September 7, the national and state reports will be available on the National Center's Web site at www.highereducation.org. The Web site also offers state-by-state comparisons and information about the methodology used in Measuring Up 2006.

The National Center for Public Policy and Higher Education promotes policies that enhance Americans' opportunities to pursue and achieve a quality higher education. Established in 1998, the National Center is an independent, nonprofit, nonpartisan organization. It is not associated with any institution of higher education, with any political party, or with any government agency.